UCSF newsbreak

NEWS FOR THE UCSF CAMPUS COMMUNITY VOL. 14, NO. 21 NOVEMBER 12, 1999

INSIDE

Hauser, Volberding elected to Institute of Medicine 2
UCSF breaks ground for new research and teaching campus at Mission Bay 4-5
Chancellor Bishop talks about challenges at ABOG meeting 6

CHRIS T. ANDERSON

Heart surgeon Frank Hanley visits with Timmy Thoreson, 3.

A party full of miracles

UCSF's Saunders Court recently offered living proof that miracles do happen.

Some 1,000 people — including more than 500 children who had life-saving medical care as newborns at UCSF — attended an Oct. 30 Halloween reunion party. Their parents and family members call these children "miracle babies." Today, they play and grow and learn much like any other child. But as infants and young children, they needed intensive care, major surgery and other procedures to save their lives.

The children returning to UCSF included Timmy Thoreson of San Bruno. Nearly four, Timmy has had three heart surgeries, the first at age 3 months, to fix multiple heart conditions. He has an artificial valve at the entrance of his heart from the lungs. Timmy will need more surgeries to replace the artificial mitral valve as he gets bigger — as few as one, as many as three surgeries by the time he's an adult.

Timmy's surgeon Frank Hanley, who leads the largest group of pediatric heart surgeons in the US, greeted the boy, who donned a Teletubbies costume.

Others attending the party included 10-year-old Blake Schultz, who in 1989 became the first child successfully treated with in-utero surgery for congenital diaphragmatic hernia, a life-threatening birth defect. He was reunited with renowned UCSF surgeon Michael Harrison, a pioneer in the field of fetal surgery.

Saturday's event reunited the children with teams from the Neonatal Intensive Care Nursery, the Fetal Treatment Center and the pediatric cardiology and heart surgery practices at UCSF. These groups all care for children as part of Lucile Packard Children's Hospital at UCSF.

UCSF, Stanford to dissolve merger

BY LISA CISNEROS

While the timeline for dissolving UCSF Stanford Health Care is tentative, the goal is to separate operations within six months, according to officials at both universities.

However, it will probably take a longer time for the two universities to wrap up all legal and financial matters, officials say.

"We do not know how long [the negotiations] will take nor what they will cost. It is possible that some shared services will be preserved," said Chancellor Mike Bishop.

Bishop's remarks followed Stanford University President Gerhard Casper's call on Oct. 28 to dissolve the UCSF Stanford merger. Both Bishop and Casper say they expect a cordial dissolution process.

UC Regents are expected to approve the dissolution when they meet next week at UCLA.

Reached in Oxford, England, where he is on sabbatical until January, Haile Debas, dean of the School of Medicine, said he's relieved the merger issue will be resolved in a matter of months. Without faculty support, Debas said, attempts to make the merger work would have proved futile. He said he looks forward to returning to UCSF to help the clinical enterprise through the continued financial challenges and to rebuild its management team.

UCSF and Stanford officials have agreed to explore the feasibility of maintaining and enhancing the integration of their children's clinical services, known as Lucile Packard Children's Hospitals, where collaboration and integration had been most successful. The fate of shared laboratory services, purchasing and information technology is also to be determined. A decision is expected over the next few weeks.

Representatives from both universities are planning to separate all other operations with as little disruption as possible to patients or the academic missions.

"I participated wholeheartedly in the efforts to make the merger effective," Bishop said. "I am disappointed that we failed but eager for all of us to move on to the challenges that lie ahead. I have great confidence in the ability of our staff, faculty and leadership to surmount those challenges."

UCSF will face the same financial woes alone as it did with the merger, said Bishop, who noted that it is unlikely — even with current cost-cutting efforts — that the hospitals will reach a break-even point before fiscal year 2000-2001.

(SEE MERGER ON PAGE 7)

UCSF reshapes future of Mount Zion

Faculty and staff continue to work toward expanding outpatient services at Mount Zion and consolidating inpatient services at the UCSF Medical Center as part of a plan to reduce costs across the clinical enterprise.

Under the plan, Mount Zion and the cluster of buildings around it will become a hub of growing outpatient services, says Chief Medical Officer Ted Schrock. As co-chair of the Mount Zion Transition Steering Committee along with Brian Goodell, UCSF Stanford chief administrative officer, Schrock says he meets twice a week with faculty and staff to try to make the transition as smooth as possible for everyone involved.

The first surgical services were transferred to the UCSF Medical Center earlier this month. Admission to inpatient units at Mount Zion will continue until early December, when physicians will be asked to refer admissions to the Parnassus site.

Once reconfigured, Mount Zion will offer cancer services, ambulatory surgery, primary care, women's health services, a dermatology practice, sports medicine, an integrative medicine research program, a center for imaging, laboratory and complex diagnostic testing for cardiac and pulmonary illnesses, a center for the treatment of chronic pain and a new urgent care center.

The ambulatory surgery center will feature five rooms where surgeons will provide outpatient procedures as well as those that require less than a two-day stay in the hospital.

On Wednesday, Nov. 17, Mount Zion will open the adult urgent care

(SEE MOUNT ZION ON PAGE 7)

UCSF to host open house Tuesday for Y2K preparedness

The millennium will mean merriment to the masses but whether the coincidental Y2K computer bug also brings mayhem to this campus and beyond remains to be seen.

To help the campus community start the new year off right, UCSF is hosting a Y2K open house on Tuesday, Nov. 16, from 9 a.m. to 3 p.m., in the City Lights Room of Millberry Union. Employees can discuss proper planning and risk assessment, both from a departmental and personal standpoint. Lectures will address UCSF preparations at 10 a.m., personal Y2K preparedness at noon and departmental planning at 1 p.m. Staff will be available to answer questions and to discuss particular situations.

Scott Wagner, director of the UCSF Y2K Office, is leading efforts at UCSF to ensure potential problems do not jeopardize UCSF's patient care, research and educational activities. Wagner is part of a campuswide Y2K contingency planning committee with members from key departments who are represented on the operations committee of the Emergency Operations Center (EOC).

The committee has developed the UCSF Y2K Contingency Plan that addresses many scenarios, such as power outages, disruption of telephone communication, patient overload and illegal activities.

"We do not anticipate major problems with either the celebrations or the Y2K bug," Wagner says. "But staff need to take the necessary steps to eliminate unnecessary risk in their departments."

(SEE Y2K ON PAGE 2)

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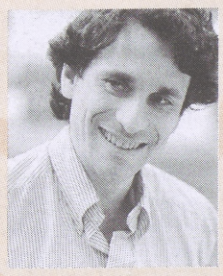
appointments



Rubenstein

John Rubenstein, UCSF professor of psychiatry: Appointed to the the Nina Ireland Endowed Chair in Psychiatry, which will allow him to continue his quest to understand better the genetic and developmental mechanisms that underlie mental disorders.

Rubenstein uses genetic methods to study how the various parts of the forebrain are formed and how specific types of neurons are generated within these regions. The forebrain is the region of the brain that contains the cerebral cortex and carries out most of the higher thought processes such as memory and reasoning.

Having identified several novel genes that are candidates for regulating forebrain development, Rubenstein hopes to apply his findings to understanding mental disorders, many of which are caused, in part, by genetic mechanisms.

Rubenstein came to UCSF in 1991 after training at Stanford University and the Pasteur Institute in France. He is the first recipient of the new endowed chair.

W. Sue Shafer: Appointed assistant vice chancellor for research administration on Nov. 1. She will oversee contracts and grants administration, regulatory committees for both human and animal research, and the ongoing Research Administration Project.

Shafer will report to the Office of Research Administration under Zach Hall, vice chancellor of research. Shafer comes to UCSF from the National Institutes of Health, where she has 25 years of administrative experience. She has a PhD in developmental biology and has served as deputy director, as well as director of the Division of Extramural Activities of the NIH's National Institute of General Medical Sciences (NIGMS).

Shafer received a bachelor's degree in zoology from the University of Wisconsin, Madison, and a doctoral degree in developmental biology from the University of Florida, Gainesville. Her postdoctoral work included serving as a research associate in the department of zoology at the University of Florida and as a lecturer at Kalamazoo College in Michigan.

Throughout her government career, Shafer has worked to increase the number of minority and women scientists engaged in biomedical research. She has also been a leader of and an active participant in a variety of training forums for scientists and administrators and has received numerous NIH awards. She is a member of the Society for Developmental Biology and the American Society for Cell Biology.

UCSF NEWSBREAK

(ISSN0891-6063) Volume 14, Number 21, Nov. 13–Dec. 10, 1999. Published by the University of California, 3333 California St., Suite 103, San Francisco, CA, 94143-0462, 22 issues per year — semimonthly January and July, biweekly February through June and September—October, monthly August, November, December. Periodical postage paid at San Francisco, CA. POSTMASTER: Send address changes to UCSF Newsbreak, Mail Services, 1855 Folsom St., Suite 156, SF 94143-0888.

DEADLINE for the next issue, to cover Dec. 11, 1999–Jan. 7, 2000, will be on **FRIDAY, DEC. 3.** Please fax news to Newsbreak at 476-3541 or mail to Box 0462 or email to lcisneros@pubaff.ucsf.edu. Send calendar items to Nancy Heller at nheller@pubaff.ucsf.edu or Box 0462. Fax last-minute copy to 476-3541. For address and distribution changes, call C.J. Burleson at 476-6791.

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PRINTED WITH SOYBEAN INKS

This publication is printed on recycled paper using soybean-based inks.

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PRIVATE SUPPORT

UCSF is pleased to acknowledge the following gifts/pledges of $25,000 or more from individuals, corporations and foundations received October 10-23, 1999.

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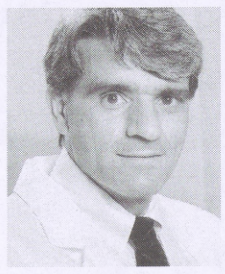
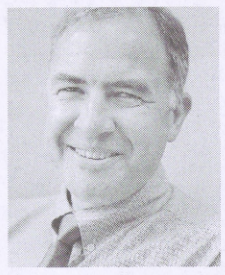
Two elected to Institute of Medicine



Hauser

Stephen L. Hauser, UCSF chairman and Betty Anker Fife Professor in the department of neurology, and Paul A. Volberding, UCSF professor of medicine and director of the UCSF Center for AIDS Research and the UCSF Positive Health Program, have been elected to the prestigious Institute of Medicine.

Their election brings the number of UCSF members in the organization to 38. Hauser and Volberding were among 55 new members elected to the institute, an honor and an obligation to work on behalf of the organization in its governance and various studies, such as improving birth outcomes in developing countries and improving the quality of health care in America.



Volberding

As chairman of the UCSF department of neurology, Hauser leads more than 70 clinical and research faculty. Within the past year, the department was recognized as first among all departments of neurology nationwide as a recipient of biomedical funding from the National Institutes of Health.

Hauser's own research focuses on trying to discover the genetic and immunologic basis of multiple sclerosis. He was responsible for one of the first clinical trials that demonstrated a benefit of immunosuppression on the course of progressive MS. His early work identified the CD4 T-cell as important in MS.

With colleagues, he developed the first animal model that faithfully reproduces the neuropathology of the disease and identified an auto-antibody against a protein that mediated myelin damage. During the last decade, Hauser has also led a multi-center effort to identify the major genes that confer susceptibility to MS. Researchers in the group have already identified one gene that plays a role in MS, and are now on the trail of other genes that make some people susceptible to the disease.

Hauser is a fellow of the American Academy of Arts and Sciences and the Association of American Physicians, president of the medical staff at UCSF and serves as an editor of the medical textbook Harrison's Principles of Internal Medicine.

Volberding's work has been centered at San Francisco General Hospital Medical Center, where he established a model program in AIDS patient care, research, and professional education in the mid-1980s. During his earlier years of training, he had studied for two years as a research fellow in the virology laboratory of UCSF's Jay Levy, professor of medicine and later a co-discoverer of HIV.

Volberding's research career began with investigations of HIV-related malignancies, especially the cancer Kaposi's sarcoma, but his primary focus shifted to clinical trials of antiretroviral drugs. He has been instrumental in testing many compounds, but is best known for groundbreaking trials establishing standards of care in asymptomatic HIV infection.

The author of numerous research and review articles, Volberding is co-editor-in-chief of the Journal of Acquired Immune Deficiency Syndrome, and is the founder and board chair of the International AIDS Society-USA. He also is co-editor of The Medical Management of AIDS, the most widely used textbook of HIV medicine, now in its sixth edition.

(Y2K FROM PAGE 1)

The committee is focusing its planning on the riskiest time for UCSF: New Year's, from about 10 p.m. on Dec. 31 to about 2 a.m. on Jan. 1, and the morning of Monday, Jan. 3, the busy first day of winter quarter instruction. On both days, UCSF will activate the EOC.

Employees assigned to work those days should wear their identification badges so that they are plainly visible. UCSF faculty and staff must be ready for many different potential problems and should ask their departmental Y2K coordinators about their specific response measures.

To test UCSF's preparedness, the campus will conduct drills at the departmental level during next week. An EOC drill also will be conducted next week using a blackout and disruption of telephone communication as the baseline scenario.

Detailed information on departmental contingency planning is available through the UCSF Y2K website at www.ucsf.edu/y2k, as well as by calling the Y2K Office at 514-2000.

Staff are encouraged to minimize the number of sensitive experiments or other work that could depend on computer systems or utilities during the UCSF holidays of Thursday, Dec. 30 and Friday, Dec. 31 and Saturday, Jan. 1.

"Security, patient care, and animal care staff can then focus on the risks related to the potential loss of power, high patient load, and disruptive activity without being too concerned about maintaining operational readiness," Wagner says.

With an expected million or more revelers coming to San Francisco, UCSF may get extra traffic at the Parnassus campus where people are accustomed to parking to view city-sponsored fireworks on New Year's Eve. The Ambulatory Care garage will reserve 400 spaces for UCSF and UCSF Stanford Health Care employees to park throughout the weekend.

UCSF is focusing on operations risks on Jan. 3, when the University's normal operations, computer systems, medical equipment and perhaps power will be put to the test, Wagner says.

See the next issue of Newsbreak, to deliver Friday, Dec. 10, for specific information about contingency plans for loss of power, water and telephone communication.

Scientist finds beauty and elegance in genetic sleuthing

BY JEFFREY NORRIS

In tracking down illness, medical students often are advised to consider everyday diagnostic possibilities before the more exotic ones — the horse before the zebra.

Geneticists generally don't waste much time on zebras either, but scores of laboratory teams around the world – up from a handful just a few years ago — now are focusing their gene sleuthing on the black-and-white striped zebrafish, a denizen of India's Ganges River that for decades has been available in most pet shops.

In fact, the Packard Foundation, which each year recognizes some of the most talented young faculty members nationwide, has just awarded $625,000 to UCSF for Herwig Baier's zebrafish studies. Packard money may be spent on any research the recipient wants to pursue. Awardees are nominated by their university presidents and recommended by a panel of nationally recognized scientists and engineers.

Baier came to UCSF from the Max Planck Institute in Tübingen, Germany, less than a year ago. The assistant professor of physiology and his students are searching for genes that play a role in visual perception. As a pioneer of zebrafish research at UCSF, Baier joins Didier Stainier, who is also a Packard Foundation fellow and for several years has been studying zebrafish to learn about the development of the heart.

Of his own research Baier says, "The idea is to approach a complex, innate ability of the brain — like visual perception — in a reductionist manner," Baier says. "We mutate genes one at a time. We look for an effect — disturbed color vision, for instance — that indicates a role for a gene in visual perception."

The goal is to build a catalog of genes. By matching different defects with the mutated genes that cause them, Baier hopes to develop a picture of how normal genes and their corresponding proteins affect the nerve pathways and circuits that control visual perception.

Since both humans and zebrafish are vertebrates, insight into the workings of the zebrafish visual system may shed light on similar mechanisms operating in humans.

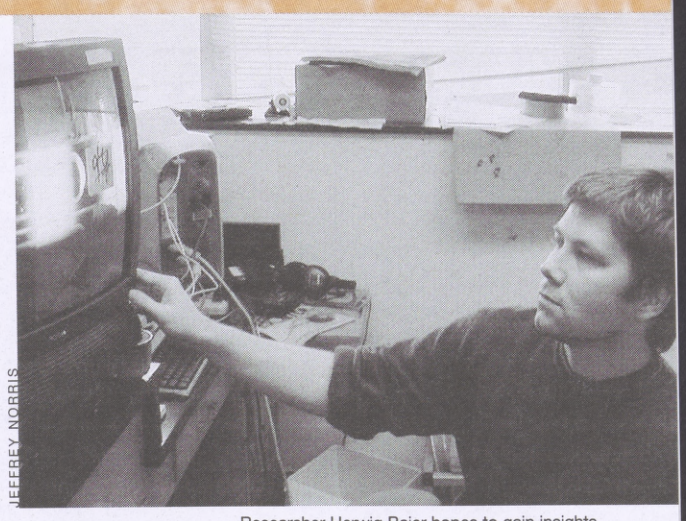
The zebrafish make good subjects for this research. They need no training to exhibit several easily recognized behaviors in response to visual cues in their watery surroundings. Baier first will look for genes affecting two different behaviors that can easily be elicited by exposing the fish to computer videos.

The first behavior is an "opto-motor" response that enables the fish to use visual cues to remain stationary in a moving stream by swimming in place, something like a treadmill runner in the gym. Baier simulates a moving stream on video with a field of vertical stripes that moves across the screen. The second behavior Baier will monitor in his search for telltale genetic abnormalities is the so-called "optokinetic" tracking behavior — the movement of the eye to follow an object.

There are several additional reasons why developmental biologists of many stripes like to study the genetics of zebrafish. The fish are small, one to two inches long, and easy to care for. They produce many offspring in a short time. The eggs are externally fertilized and the embryos develop quickly. And most importantly, the embryos are transparent — observers can see organs develop right before their eyes.

Abnormally behaving clutches of embryos are examined for genetic abnormalities. With an optical microscope, Baier can view changes in calcium levels that signal nerve activity. He also uses dyes to highlight networks of nerves in the developing fish brain. Eventually, Baier hopes to figure out how a variety of genes play specific roles in visual perception.

"The beauty and elegance of this approach is that it is not biased in favor of finding particular classes of genes," Baier says. "We don't know what kinds of genes we are going to find beforehand. It's very likely that we will find novel genes or unsuspected functions for known genes."



JEFFREY NORRIS

Researcher Herwig Baier hopes to gain insights into visual perception by studying the "opto-motor" responses of zebrafish to visual clues.

research roundup

Scientists identify new pathway of antidepressant action

Scientists at UCSF have discovered a new chemical pathway in the brain by which the most common antidepressants may alter mood.

The research demonstrates that many popular mood modulators trigger chemical activity along more than one track at a time. It shows too how a brain chemical, known as a neurosteroid, might make a prime target for drugs to improve severe mood swings.

Antidepressants such as Prozac, Paxil and Zoloft are thought to relieve depression by increasing the availability of one of the body's natural mood-enhancing chemicals, the neurotransmitter serotonin. But the UCSF researchers examined the effect of these same antidepressants on an entirely different chemical pathway — one increasingly thought to play a role in mood regulation as well. It involves a natural brain compound called a neurosteroid, only recognized in the last 10 or 15 years.

The scientists discovered that all three of these antidepressants, known as serotonin reuptake inhibitors (SSRI), not only affect serotonin availability, but also greatly increase the synthesis of a key neurosteroid — 10 to 30-fold. The profound effect, they found, comes from the SSRI's ability to greatly boost the action of the final enzyme involved in the synthesis of the neurosteroid in the brain.

"Each of these three serotonin reuptake inhibitors, or SSRIs, shows a dramatic positive effect on the levels of allopregnanolone, a steroid made in the brain, which most likely modulates mood and plays a role in heightened anxiety and depression found in severe premenstrual disorders and other conditions," says Synthia Mellon, senior author on the PNAS study and a professor of reproductive endocrinology at UCSF.

"The study points to the likelihood that SSRIs control mood by more than the one pathway that has received most of our attention, and it suggests that the steroids synthesized in the human brain may play a strong physiological role in regulating anxiety and depression."

WALLACE RAVVEN

Finding suggests leukemia may form in the womb

Researchers led by a scientist who recently joined the UCSF faculty are reporting that a genetic mutation implicated in a common form of childhood leukemia appears to occur in the womb.

Their study, reported in the Oct. 30 issue of Lancet, indicates that two genes, known as TEL and AML1, aberrantly fuse during the development of the blood cells in the fetus. The fused genes then produce a protein that is potentially oncogenic.

Based on previous research, the team says the fused state of the two genes is not inherited; instead, it occurs during pregnancy, probably as a result of a developmental accident, as opposed to exposure to an environmental mutagen.

Importantly, the fusion of the TEL and AML1 genes is not sufficient to cause development of the disease, known as common acute lymphoblastic leukemia, the researchers say. All people have two copies of every gene, and earlier work by the researchers on identical twins with leukemia indicates that a second genetic alteration — involving the second copy of the TEL gene, one of the two so-called "alleles" — occurs postnatally to actually nudge blood cells into a leukemic state.

"It may be that the normal TEL allele successfully suppresses the function of the aberrant TEL-AML1 protein resulting from the fusion, so full-blown leukemia doesn't occur," says the lead author of the study, Joseph Wiemels, UCSF assistant research molecular epidemiologist. "One theory is that the second, normal TEL allele is lost, and that at this point the fused TEL-AML1 protein becomes oncogenic."

The researchers don't know what leads to the initial genetic abnormality in the womb, but their discovery, says Wiemels, will provide researchers with a time frame for analyzing the development of the mutation. Wiemels conducted the research in the laboratory of Mel Greaves, professor of cell biology, in the Leukaemia Research Fund for Cell and Molecular Biology at the Institute of Cancer Research, in London. The work was conducted in collaboration with researchers at the University of Milan, Italy and the Royal Manchester Children's Hospital, UK.

JENNIFER O'BRIEN

Ellen DeGeneres to star at UCSF benefit

Comedy star Ellen DeGeneres has joined the growing cast of celebrities slated to appear at "Stars for Life, a Gala Evening With Michael Douglas and Friends," on Monday, Nov. 15, at Louise M. Davies Symphony Hall in San Francisco.

The star-studded, black-tie celebration will honor the outstanding work of actor Michael Douglas while raising funds for the pediatric unit of the UCSF Brain Tumor Research Center.

Most recently seen in the movie comedy Edtv, DeGeneres is best known as the creator, producer and star of the groundbreaking television series "Ellen" for which she won numerous acting awards. The multi-faceted artist has also reached the top of The New York Times best-seller list with her first book, My Point...And I Do Have One.

Set to perform a stand-up comedy act on the Davies Symphony Hall stage, DeGeneres will appear along with the host of the event, Entertainment Tonight's Mary Hart, Sharon Stone, and many other surprise guests in a gala evening of performances and comedy directed by Lee Roy Reams and scripted by the celebrated writer Bruce Vilanch, with musical accompaniment directed by Larry Blank. The evening's musical artists include Phantom of the Opera star Davis Gaines, multi-Tony award winner Nancy Dussault, and Emmy award-winning singer Karen Morrow.

Following a reception and black-tie dinner at 5:30 p.m. at San Francisco's beautifully restored City Hall, the gala performance at Davies Symphony Hall will begin at 8:30 p.m. Tickets for the show range from $50 - $125 and are available at the Davies Box Office at 864-6000 or through BASS ticket outlets. Group rates are available at substantial reductions. Benefactor and Sponsor tables for the dinner and show are available by calling 502-4337.

About to dig into the dirt with shovels emblazoned with the letters UCSF Mission Bay, are, from left, Gerson Bakar, co-founder of the Bay Area Life Sciences Alliance; Nelson Rising, president and CEO of Catellus Development Corporation; Assemblyman Ted Lempert, Chancellor Mike Bishop, Jeanne Robertson, chair of the UCSF Foundation, Supervisor Barbara Kaufman, Mayor Willie Brown, Jr., Supervisor Sue Bierman, Supervisor Amos Brown, Supervisor Susan Leal, Supervisor Leslie Katz, State Senator Jackie Speier, and Supervisor Michael Yaki.

At the UCSF Foundation's Wellness Lecture held before the groundbreaking ceremony, basic scientists, from left, Cynthia Kenyon, Christine Guthrie, and Elizabeth Blackburn talk about their research that can lead to breakthroughs in treating life-threatening illness and improving the understanding of the aging process.

UCSF breaks ground at Mission Bay

As the sun began to set Oct. 25, Chancellor Mike Bishop and Mayor Willie Brown, Jr. were among the dignitaries to break ground at the site of the UCSF Mission Bay campus.

More than 400 people, including State Senator Jackie Speier, Assemblyman Ted Lempert, faculty, staff, donors and neighbors gathered under a tent to witness the monumental event — considered the most important single undertaking in UCSF's 135-year history.

Catellus Development Corporation President and CEO Nelson Rising and Peter Magowan, president and general manager of the San Francisco Giants, officially welcomed UCSF to the neighborhood where UCSF basic scientists will work to answer some of the most perplexing questions of human existence.

Construction of the first research building begins a $1 billion-plus development process that over the next 20 years will give UCSF 2.65 million gross square feet of program space at full buildout.

Among those in attendance were Purnell Choppin, president of the Howard Hughes Medical Institute, Jeanne Robertson, chair of the UCSF Foundation, and Gerson Bakar, owner and chairman of the board of Gerson Bakar & Associates and a founder of the Bay Area Life Sciences Alliance.

Earlier that afternoon some 150 guests attended the UCSF Foundation Wellness Lecture. A panel of UCSF's basic scientists who shared their latest discoveries that eventually may point the way to longer and healthier lives for humans. Speaking in the standing-room-only Mission Bay Visitor's Center, were Keith Yamamoto, professor and chair of cellular and molecular pharmacology, Cynthia Kenyon, Herbert Boyer professor of biochemistry and biophysics; Elizabeth Blackburn, chair of microbiology and immunology; Christine Guthrie, professor of biochemistry; David Julius, associate professor of cellular and molecular pharmacology; and Charles Craik, associate professor of pharmaceutical chemistry.

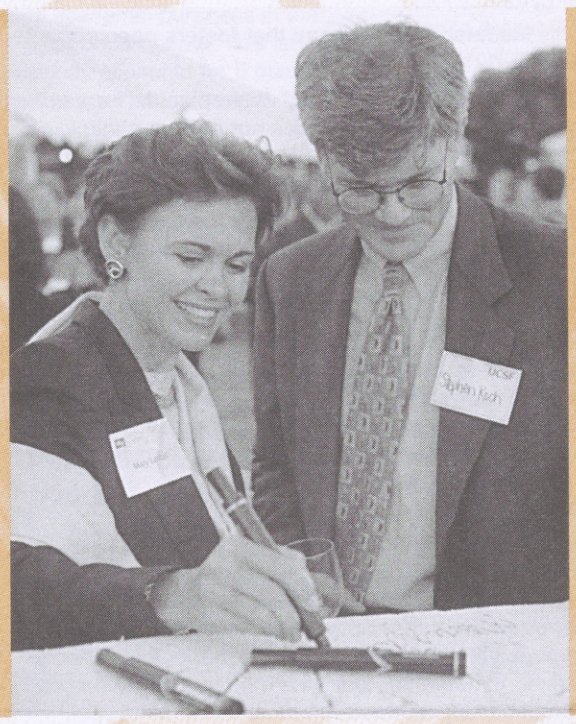
Capping off the groundbreaking event was Beach Blanket Babylon's Val Diamond, who donned a UCSF Mission Bay hat and a festive red ball gown. Diamond robustly sang "San Francisco" before everyone was invited to sign a pile that will become part of the foundation.

bay

unearthing UCSF's potential

> More than 400 people gathered under a tent to witness the monumental event – considered the most important single undertaking in the University's 135-year history.

Photos by Robert Foothorap



Honored guests at the groundbreaking included UCSF Foundation members Mary Lester and Stephen Koch, among those to sign the pile to be placed in the foundation of the UCSF Mission Bay campus.

Mayor Willie Brown, Jr. listens as Chancellor Mike Bishop and others commemorate the groundbreaking at UCSF's campus at Mission Bay, while Supervisor Barbara Kaufman looks on.

Jan Yanehiro, an Emmy-Award winning broadcast journalist, takes a question from Mission Creek resident Corinne Woods, a member of the UCSF Community Advisory Group, following the lecture held in the Mission Bay Visitor's Center.

Beach Blanket Babylon's Val Diammond, who donned a specially designed Mission Bay hat, poses with, from left, Vice Chancellor Bruce Spaulding, Vice Chancellor Zach Hall, Chancellor Bishop, Jeanne Robertson, chair of the UCSF Foundation, and Purnell Choppin, president of the Howard Hughes Medical Institute.

TERRY LEE

A Halloween makeover

Dozens of UCSF employees at various campus sites reveled in the Halloween spirit, donning a variety of costumes ranging from long-haired paisley-wearing hippies, ghoulish fiends and cutesy fairies.

On Parnassus, Empact Presents offered a haunted house and costume contests in an event sponsored by North American Mortgage and Health Net. Above, face painter Alice Blandy of Firebird Face art in Berkeley paints the face of a student in the Millberry Union.

Bishop responds to staff concerns

BY LISA CISNEROS

One day before Stanford University called off the merger, Chancellor Mike Bishop recounted a recent heartfelt conversation that reminded him of the glory of this health sciences campus.

When he visited a woman with advanced cancer at Moffitt/Long Hospital she insisted on sitting up in bed to take his hand and tell him how fabulous her care had been.

"I am immensely proud of this place and you should be too," he said. "We must all work together to keep it what it has become. I know that working here is not always easy. I would like to change that for the better, although what we do can never be truly easy."

Bishop was invited to speak at the Academic Business Officers Group (ABOG) fall luncheon on Oct. 27 to answer questions about some of the issues and events that have shaped his first year at the helm. About 200 people, mostly administrators, attended the event held in the Millberry Union gym.

He explained that his leadership style is one that fosters open communication and cooperation.

"Staying in touch is a great concern of mine," Bishop said. "I am not a 'top-down' person. Top-down leadership does not nurture genius, does not sire invention. My 31 years at UCSF have taught me that most good ideas at this place originate from the ranks."

Allaying some concerns that he may not deal with the disparate elements of the multi-site campus even-handedly, Bishop quoted from his inaugural address: "I want to be chancellor for all the campus: all the schools, all our hospitals, all our faculty, students and staff. I am determined to be catholic and equitable in my stewardship."

"I do not believe that I have taken any action that runs contrary to that statement," he said. "Perhaps what should reassure you most is that all of the deans have equal access to my time and energies, and none of them are shrinking violets in pressing their causes — my ears burn daily."

Challenges ahead

One of the greatest challenges facing the University, besides pursuing the financial recovery plan for the hospitals in the post-merger process, is the need for diversity within every element of the campus community. Bishop reported on the widespread decline in the number of minority students applying and being admitted to medical schools. "This is a national trend, and despite our best efforts, it is happening at UCSF. In 1995, there were 36 African-Americans and 58 Latinos enrolled in the entering class at UCSF; this year, there are nine of each — out of a class of 114 — the fewest in 30 years. The problem has become so prominent throughout the UC medical schools that President [Richard C.] Atkinson is creating a university commission to study its origins and possible solutions."

At UCSF, the Chancellor's office continues to address many aspects of diversity, he said, including race, ethnicity, sexual orientation and personal disabilities. He appointed an executive committee on diversity composed of senior leaders from all schools. That committee has approved a revised, more explicit and more demanding set of guidelines for achieving diversity in faculty recruitment. Bishop has now asked that they draft a similar set of guidelines for the recruitment of leadership among staff and management.

Among the other highlights he reported:

- Over the past six months, UCSF has raised $50 million towards the goal of $210 million needed to finance construction of the first phase of the Mission Bay campus by the end of 2003.
- Vice Chancellor Dee Bainton is completing a draft of a code of ethics to define how members of the campus community are expected to treat each other. That code will be circulated throughout the campus for review and comment.
- UCSF is seeking advice from top-notch consultants to assist in the overhaul of its financial systems and is placing special emphasis on proper staff training and implementing more rigorous financial control systems upon discovery this spring of a five-year embezzlement scheme in the cashier's office.
- Vice Chancellor Zach Hall and Bishop are refining the plan to revitalize academic and research programs at Parnassus Heights, once the first wave of faculty and staff departs for Mission Bay.
- A supportive work environment committee has crafted more than 25 distinct programs designed to improve UCSF as a workplace, including paving the way for more tolerant attitudes toward release time, flexible work hours, conflict resolution and improved orientation of new employees.

"I applaud this [supportive work environment] initiative and will provide both the authority of my office and all possible resources to get action on the various measures it entails," he said.

"Provision of a supportive work environment is humane. It is also pragmatic. None of us can be effective if we have disaffected colleagues. As an institution of healing, this place above all others should foster dignified and respectful personal relationships. We must strive to sustain the potent tradition of UCSF as a community of many and varied souls who work together for a common cause. Arrogance and elitism do not serve this community well. But the expectation of service and excellence do."

For the full story, please see the archives section of Daybreak at www.ucsf.edu/daybreak/

campus notes

Nominate for advancement of women award

Nominations are now being taken for the 2000 Chancellor's Award for the Advancement of Women.

Nominations must be returned to the Chancellor's Office, Box 0402, S 126, by 5 p.m. on Friday, Dec. 17.

This award recognizes contributions to the advancement of women at UCSF. Each year three individuals — one faculty/academic, one staff, one student/resident/postdoctoral scholar are selected. UCSF Stanford Health Care employees at UCSF Medical Center and UCSF Mount Zion Medical Center are also eligible. Each recipient will receive $2,000.

Both women and men who meet one or more of the following criteria are eligible to be nominated:

- elevating the status of women on campus;
- helping to improve campus policies affecting women;
- participating in and assisting in the establishment of career and academic mentoring for women;
- contributing to the generation and dissemination of knowledge on women's health through research, teaching and public presentations; and/or
- promoting and advancing the admission, recruitment, retention, and upward mobility of women at UCSF.

Members of the campus should have received nomination forms. If you did not, the form is also available on the Chancellor's Office website (www.chancellor.ucsf.edu) under Chancellor's Awards.

Campus conducts transportation study

UCSF next week is beginning a study of the transportation habits of employees and visitors to assess its current levels of services and associated costs.

Information from surveys and interviews will be used to improve and plan future parking and transportation services, says Jon Gledhill, manager of UCSF Parking and Transportation Services.

Part of this study will include a series of questionnaires, which will be distributed to selected employees. On-site interviews will be conducted with patients and visitors to the Parnassus campus.

Data from the study is important to provide the campus with a snapshot of modes of travel by employees, patients and visitors.

The transportation study will be conducted by Wilbur Smith Associates, which has been hired by the campus to undertake this effort.

Take a shot at flu, pneumonia

Fall marks the start of influenza outbreaks, which pose a significant health threat to people who are aged 65 years or older; in nursing homes; have chronic diseases of the heart, lung, or kidneys, diabetes, are immunosuppressed or have severe forms of anemia.

Pneumococcal shots are also recommended for most of the same people who should receive flu shots. While pneumococcal shots are usually given once and do not need to be repeated annually, flu shots must be given every year because the influenza virus changes from year to year and because antibody protection from the vaccine wanes over time.

Employees may now get flu shots at Employee Health Services, 350 Parnassus Ave., second floor, Suite 210, Tuesdays and Thursdays, through Nov. 30, and Mondays, Wednesdays and Fridays, from Dec. 1 through Dec. 23, between the hours of 7:30-11:30 a.m. and 1- 3 p.m. Mount Zion employees can get flu shots via a mobile cart now through Dec. 23, from 7:30 a.m.-noon and 1-3:15 p.m., by paging the nurse at 719-8861.

(MERGER FROM PAGE 1)

Bishop explained, however, that the medical center's operating losses do not threaten the fiscal stability of UCSF's schools. "The medical center and the campus are separate financial entities. The losses of the former cannot be attached to the budget of the latter. The hospitals must somehow stand on their own and we are prepared to see that they do."

Bishop expects that the UCSF School of Medicine will see a reduction in financing for what has been called "strategic support," dollars paid from the hospitals' revenues for services rendered to it by the faculty and used for various academic purposes in the clinical departments. This amount currently accounts for 6 percent of the medical school's entire budget.

In related news:

- Steve Hauser, UCSF chair of the department of neurology and president of the medical staff, leads the committee that is conducting a national search for a hospital director.
- John Stone of the Florida-based hospital consulting firm, The Hunter Group, will continue to serve as chief operating officer at UCSF until a director is hired.
- UCSF will continue to reconfigure services at Mount Zion to focus on cancer services, primary care, outpatient surgery and urgent care.
- A five-member management group, led by David Hunter, interim chief executive officer of UCSF Stanford, will oversee the operations of UCSF Stanford as the organization's board of directors works to dissolve the merger.
- The two universities are addressing the process for employees to return to the parent institutions. Information regarding pension programs, service credits and other benefits will be available over the next several weeks.
- Plans are being developed to return central services, such as contracting, finance, human resources, general services and marketing, to the campuses.
- Job opportunities at the sites will be offered to UCSF Stanford employees when possible. If no job is available, UCSF Stanford "regular" employees will be eligible for severance.

The unmaking of a merger

In his Oct. 28 letter to UC President Richard C. Atkinson, Casper recalled how the merger was conceived. "More than four years ago, Chancellor [Joseph] Martin and I first broached the idea of merging the hospitals and clinics of UCSF and Stanford University into a single not-for-profit enterprise. We understood that what we were pursuing had no precedent and would face innumerable difficulties. Bringing together a public and a private university in this manner had been unheard of. With great anguish I have concluded that, in our efforts to find bold solutions to the problems of academic medical centers, we have taken on too much," Casper said.

Created to help UCSF and Stanford's hospitals and clinics cut costs by achieving economies of scale and eliminating duplication of services during a time of shrinking revenues that do not keep pace with costs, UCSF Stanford instead racked up a loss of $86 million this past fiscal year. Three-quarters of the losses were attributed to Mount Zion and the UCSF Medical Center.

In August, Casper and Atkinson had asked their staffs to review the organizational structure of UCSF Stanford.

"We regret that after enormous effort on the part of all parties, Stanford has decided that it cannot continue to participate in the merged organization," Atkinson said. "Our task now will be to maintain and advance the high level of medical care that has long been the hallmark of the University of California at San Francisco."

The same week Stanford announced its desire to call off the merger, the UCSF Academic Senate tallied up results from its email poll that found just over half of the UCSF faculty members who responded supported dissolving the merger given how the organization was managed. Although nearly two-thirds of UCSF faculty members polled supported the concept of the merger, more than half expressed doubts about the ability of the parent universities to create an effective organization to oversee the hospitals and clinics.

Sent to 1,312 members of the UCSF faculty, the poll represented the voices of 428 faculty members or about 33 percent of the UCSF Academic Senate. The response rate is comparable to previous ballots by the faculty on other matters, according to Larry Pitts, chair of the Academic Senate. The preferences of the nearly 900 other faculty are unknown.

Focusing on the future

In a joint statement, Isaac Stein, chair of the UCSF Stanford board of directors, and Howard Leach, vice chair of the board, acknowledged the hard work of faculty and staff at both universities. "Whether together or apart, UCSF and Stanford remain two of the nation's strongest medical centers and will continue to provide the highest quality of care."

At UCSF, faculty and staff greeted the news with an array of emotions — from disappointment that UCSF and Stanford failed to make the merger work to joy that UCSF's hospitals would be returned to the public domain.

At an emergency meeting of faculty leaders following Casper's announcement, Lee Goldman, acting vice chancellor for medical affairs, said he plans to look ahead and not dwell on the past. "We were a world-class medical center before the merger and we will do whatever it takes to be even better now."

Neal Cohen, vice chair of anesthesia, agreed. "Now we have to work together for a smooth transition. As chair of the Faculty Council, I want to make sure faculty has input into the process."

Jane Hirsch, vice president of nursing at UCSF, said she will work toward an amicable dissolution. "I have a lot of loyalty to this institution and that has not changed. I look forward to providing some stability and to seeing that we continue to provide high-quality patient care. Our mission has not changed."

Asked how he feels about the fact that the restructuring at Mount Zion will continue, Ernest Ring, associate dean and assistant chief medical officer at Mount Zion, said, "The decision to close Mount Zion inpatient services was exclusively a UCSF decision. It was not a UCSF Stanford decision. It is financially in the best interests of UCSF and it is something we must do even though everybody is saddened to do so.

"It will be a very difficult year or two with a lot of pain, but we can now look forward and start building on the talent on this campus, talent that has been locked up dealing with the merger."

Holly Smith, a longtime UCSF professor, was among the first to draw attention to the timing of what will be the beginning of the end of UCSF Stanford Health Care.

"I think we have to put this event into context," he said. "During the same week that UCSF broke ground for its new campus at Mission Bay we are seeing this regrettable break up of a combined academic medical center. It was an interesting experiment, one that failed for many reasons. But we've got to build on the momentum of Mission Bay — that's where our future lies and we have to reconstitute the excellence of our medical center. This was a great medical center before the merger and it will continue to be great or even greater."

(MOUNT ZION FROM PAGE 1)

center to treat minor medical problems that require prompt attention. Such conditions include minor wounds, simple fractures, headaches, stomachaches, common sports injuries and sexually transmitted diseases. Located on the second floor at 2380 Sutter St., the urgent care center will be staffed by UCSF internists who will be available to treat patients on a walk-in basis from noon to 8 p.m. seven days a week. Paul Nadler, a UCSF faculty physician who has extensive experience in outpatient urgent care, is the new medical director of the urgent care center.

While some have expressed hope that the break up of the two-year-old merger may mean that UCSF will keep Mount Zion operating as an acute care hospital, UCSF officials say that's not financially feasible.

"The fiscal circumstances that led UCSF to the decision to reconfigure services at Mount Zion have not changed in any way," says Chancellor Bishop. "If anything, dissolution of the merger has only made belt-tightening at the UCSF Medical Center more urgent."

Indeed, the medical center will continue to follow a financial recovery plan under direction of The Hunter Group that calls for cutting costs in part by reducing jobs at both hospitals and closing the emergency department and inpatient units at Mount Zion.

Some people propose renewing efforts to obtain financing from the state or some other source to save Mount Zion's 113-year history as an acute care hospital. But UCSF officials say that despite their best efforts over the past six months, they have found no credible way to make Mount Zion financially solvent over the long run without implementing the measures now under way.

Over the past decade, the UCSF Medical Center has subsidized the operations at Mount Zion, essentially absorbing $200 million in losses. Nearly all of the $4 million operating loss attributed to UCSF hospitals in September came from Mount Zion.

"Such subsidies are no longer possible," Bishop says. "The changes we are making at Mount Zion are designed to keep the facility a place of medical discovery and public service."

UCSF Stanford officials have notified the State Department of Public Health about the intent to close the emergency department on December 23 to comply with state and city requirements to provide 90 days notice of reductions in medical services. But keeping the ER open until then may be difficult as emergency room doctors accept offers for other jobs and nursing positions become hard to fill on both sites, Schrock says.

UCSF Stanford officials will meet with the San Francisco Public Health Commission on Tuesday, Nov. 16, to discuss closing the ER. "If we cannot find physicians and nurses to staff both sites, then we will have patient safety and quality issues that may force us to close the department earlier than anticipated," says Schrock.

A team of health care providers will remain on the Mount Zion inpatient units to care for patients as long as the ER remains open.

Mount Zion's daily patient census currently stands at 65, a number that can be accommodated at the UCSF Medical Center, where the current patient census stands at about 346 with a maximum capacity of 440, according to Schrock.

Meanwhile, the UCSF Medical Center is opening three more operating rooms, adding 10 beds in the ER, expanding its critical care unit, and making administrative space available to physicians who relocate their practices to Parnassus, Schrock says.

The reorganization at Mount Zion will not adversely affect the Cancer Center, recently designated by the National Cancer Institute as a national center with a three-year grant to finance research infrastructure and administration.

Construction of the clinical cancer center adjacent to Mount Zion continues with completion expected next spring. This facility will house a state-of-the-art radiation therapy center, an infusion center with double the current UCSF chemotherapy capacity, the Carol Franc Buck Breast Care Center and multidisciplinary cancer clinics.

think before you throw

35 billion

The number of aluminum cans Americans toss out every year. If all of these cans were recycled, the US would save an amount of energy equal to 150 Exxon Valdez oil spills annually.

University of California
San Francisco
UCSF

Facilities Management
Recycling Program

recycling@fm.ucsf.edu

calendar

November 13 – December 10, 1999

13 saturday

INCONTINENCE WORKSHOP: The UCSF Women's Continence Center hosts an educational workshop for women called "Mind Over Bladder: Understanding Urinary Incontinence," 9 a.m.-1 p.m., N 225, Parnassus. Cost: $20 (includes lunch). Call 476-0668.

WRITING WORKSHOP: Dorothy Duff Brown, a writing & organizational consultant and director, Jaynes Strett Associates, presents a workshop on "Practical Strategies for Writing a Dissertation," 9:30 a.m.-2 p.m., HSW 301, Parnassus.

14 sunday

SYMPHONY CONCERT: Symphony Parnassus (formerly the UCSF Orchestra) performs under the direction of Stephen Paulson, at 3 p.m., Calvary Presbyterian Church, 2515 Fillmore St. The program features Shostakovich's Symphony #10. Admission: $10/general; $5/students. Call 476-2675.

15 monday

HEALTH POLICY SEMINAR: "How to Get Your Papers Published Quickly," noon-1 p.m., Laurel Heights, 3333 California St., Rm. 263. Call 476-4924.

STARS FOR LIFE: See page 3 for details.

FOR YOUR EYES ONLY: John A. Stanley, cornea & refractive surgery service, presents "Better Vision Now," 6 p.m., 8 Kirkham St. Call 476-5021. Stephen McLeod, assistant clinical professor, ophthalmology, offers program at College of Notre Dame, 1500 Ralston Ave., Cuvilly Hall, Rm. 22, Belmont.

SYMPHONY CONCERT: See Nov. 14 listing. Time is 7:30 p.m.; location is Millberry Union gym, 500 Parnassus.

16 tuesday

SURGERY GRAND ROUNDS: Nancy L. Ascher, professor and chair, surgery, presents "Morbidity and Mortality Conference," 7-8 a.m., Toland Hall, Parnassus. Call 476-0972.

OB/GYN GRAND ROUNDS: Tom F. Leu, professor and chief, urology, Mount Zion, presents "Male Sexual Dysfunction: What the Gynecologist Should Know," 9-10 a.m., HSW 300, Parnassus. Call 476-7978.

BLOOD DRIVE: Donate blood, 10 a.m.-5 p.m., Mount Zion, Hellman Conference Room. Call 476-6989.

STUDENT ENRICHMENT: Syndi Seid, Advanced Etiquette Co., San Francisco, presents "Advanced Etiquette (or Tuning Up What Mom Taught Us)," noon-1 p.m., N 217, Parnassus. Call 502-2442.

DISABILITY INTEREST GROUP: The UCSF Disability Interest Group presents Mike Grundmann's "Face First," noon-1 p.m., S 178, Parnassus. This video is the filmmaker's own painful memories of social isolation as a child with a cleft lip. To arrange accommodations, call Alice Wong at 502-7097 or email alwong1@itsa.ucsf.edu.

BROWN BAG LECTURE: Linda White, clinical dietitian, UCSF Stanford Health Care, presents "Low-Fat Feasting for the Holidays," 12:10-1 p.m., Mount Zion, Herbst Hall. Call 476-4394.

BOYER SEMINAR: Daniel Gottschling, basic sciences division, Fred Hutchinson Cancer Research Center, presents "Dancing at the End: The Dynamics of Telomere Maintenance in Yeast," 4 p.m., HSW 301, Parnassus. Call 476-4912.

17 wednesday

GI FELLOWS COURSE: John Cello, GI Division, presents "Acute and Chronic Pancreatitis," 8-9 a.m., S 214, Parnassus.

GI GRAND ROUNDS: Johannes Koch, GI Division, SFGHMC, presents "HIV-Associated Diarrhea," 9-10 a.m., S 214, Parnassus.

MANAGEMENT BRIEFING: The Work-Life Resource Center offers a management briefing on "Sexual Harassment," 10 a.m.-noon, Laurel Heights, Room 263. To register, call 502-9675.

INFORMATICS CLASS: The UCSF Library offers a class on "HTML 1: Beyond Yahoo!" 10 a.m.-noon, Library, Room 222, Parnassus. Call 476-2337.

PUBLIC SPEAKING: The Academic Business Officers Group (ABOG) presents "Speaking in Public with Confidence," noon-1:30 p.m., N 225. Rod Kempton, UCSF manager of development & training, shares his practical tips and techniques. Bring your lunch. Call 476-4859.

BROWN BAG LECTURE: Barbara J. Drew, associate professor and vice chair, academic programs, department of physiological nursing, presents "Saving Heart Attack Victims," 12:10-1 p.m., enter at 513 Parnassus, then go to HSW 300. Call 476-4394.

GENDER INEQUALITY: Nancy Hopkins, professor, biology, presents "Size Does Matter!" 3-4 p.m., HSW 300, Parnassus. Hear how Massachusetts Institute of Technology officials addressed gender inequities. Reception to follow, from 4-5 p.m., School of Nursing Mezzanine. Call 476-5837.

TECHNOLOGY IN EDUCATION: Robert J. Rushakoff, associate clinical professor, medicine, Mount Zion, presents "Technology in Education Showcase: Computer-based Training in the Clinical Setting," 3-4 p.m., N 217, Parnassus. Call 476-3766 or visit the website at http://www.library.ucsf.edu/md/tie/.

PSYCHIATRY LECTURE: William Prey, medical director, inpatient psychiatry unit, Ross Hospital, Kentfield, presents "New Perspectives on Treatment Hierarchies in the Context of Neurodynamic Function," 4-5 p.m., Langley Porter Psychiatric Institute, auditorium, Parnassus. Reception to follow in Room 169. Call 476-7730.

GOSPEL CHOIR: Hear a fall concert, 6:30 p.m., Cole Hall, Parnassus. Call 476-2675.

18 thursday

REGENTS MEET AT UCLA

MANAGEMENT BRIEFING: See Nov. 17 listing. Location is San Francisco General Hospital Medical Center, Carr Auditorium.

MEDICAL GRAND ROUNDS: Reed V. Tuckson, senior vice president, Professional Standards of the American Medical Association and former president, Charles R. Drew University School of Medicine and Science, Los Angeles, presents "Medicine and the Underserved: New Challenges in an Era of Managed Care and Cutbacks in Academic Medicine," noon-1 p.m., N 225, Parnassus. Call 502-2762.

TOUR MISSION BAY: Public Service Programs offers monthly tours of Mission Bay, noon, every third Thursday. Tours begin and end at the UCSF library. Call 476-4394 at least a week in advance to reserve a spot. Tours of UCSF's main campus on Parnassus Ave. are also available upon request and with a reservation.

CHANCELLOR'S CONCERT: Mack McCray, piano, performs Chopin's 24 Preludes, 12:15-12:45 p.m., Cole Hall, Parnassus. Call 476-2675.

FATIGUE MANAGEMENT: The UCSF Clinical Cancer Center offers a "Fatigue Management Program," for cancer patients, 1-3 p.m., every third Thursday, 2356 Sutter St., 3rd Floor Conference Room. Call 885-3693.

FELDENKRAIS METHOD: UCSF offers a "Feldenkrais Method" class series, Oct. 14 through Dec. 9, 1:10-2:10 p.m., Millberry Union Fitness Center, Parnassus. Fee: $9/class. Call 476-1115.

COLE HALL CINEMA: "Runaway Bride," Rated PG, 5:45 & 8:15 p.m., Cole Hall, Parnassus. Admission: $2-3.50. Tickets available at the door. Call 476-6932.

19 friday

REGENTS MEET AT UCLA

POETS ON PARNASSUS: Reading features Joan Baranow, Susan Bright and Lyn Follet, 5 p.m., Toland Hall, Parnassus. Call 476-2675.

COLE HALL CINEMA: See Nov. 18 listing. Showtimes are 6:30 & 8:45 p.m.

20 saturday

WILDERNESS MEDICINE: Outdoors Unlimited offers a seminar on "Wilderness Medicine," as a fundraiser for the Wilderness Medical Society, Parnassus. Fees. Call 476-0417.

BUTTERFLY STROKE CLINIC: Millberry Programs & Services offers a "Butterfly Stroke Clinic," 6:15-7:15 p.m., Millberry Union Fitness Center, Parnassus. Fees. Call 476-1115.

22 monday

FOR YOUR EYES ONLY: See Nov. 15 listing. Speaker is David Hwang, associate professor of clinical ophthalmology and co-director, cornea & refractive surgery service.

WORKING WITH CANCER: The Ida & Joseph Friend Cancer Resource Center presents "Returning to Work with Cancer," 5-7 p.m., Hellman Conference Room, 1st Flr., 2200 Post St. Call 885-3693.

23 tuesday

BOYER SEMINAR: Sandra Schmid, department of cell biology, The Scripps Research Institute, presents "Dynamic Regulation of Endocytosis," 4 p.m., HSW 301, Parnassus. Call 476-4095.

SEA KAYAKING: Outdoors Unlimited offers "Full Moon Sea Kayaking Trips," 5:30 p.m., Sausalito. Fees. Call 502-2507.

JENIFER ALTMAN MEMORIAL LECTURE: Mark Renneker, assistant clinical professor, department of family & community medicine, School of Medicine, presents "No Stone Unturned: Seeking Optimal Cancer Care," 8 p.m., Laurel Heights Conference Center, 3333 California St. Call 868-0970.

24 wednesday

GI FELLOWS COURSE: T.R. Levin, GI Division, UCSF/Mount Zion, presents "Benign Colonic Neoplasms (CRC Screening)," 8-9 a.m., S 214, Parnassus.

GI GRAND ROUNDS: John Cello, GI Division, presents "Medical and Surgical Management of Pancreatic Cancer," 9-10 a.m., S 214, Parnassus.

BROWN BAG LECTURE: Stanton A. Glantz, professor, medicine and investigator, presents "New Battles in the Tobacco Wars," 12:10-1 p.m., enter at 513 Parnassus, then go to HSW 300. Call 476-4394.

29 monday

FOR YOUR EYES ONLY: See Nov. 15 listing. Speaker is John A. Stanley, cornea & refractive surgery service, 6 p.m., 8 Kirkham St.

30 tuesday

OB/GYN GRAND ROUNDS: Speaker and topic TBA, 9-10 a.m., HSW 300, Parnassus. Call 476-7978.

STUDENT ENRICHMENT: Jim Taylor, Alpine Taylor Consulting, presents "Stress Mastery: Finding Balance in the Imbalance," noon-1 p.m., N 217, Parnassus. Call 502-2442.

BOYER SEMINAR: Yuh Min Chook, laboratory of cell biology, Rockefeller University, presents "Structure of the Karyopherin _2-Ran Nuclear Transport Complex: Dropping Off Cargo in the Nuclear," 4 p.m., HSW 301, Parnassus. Call 476-5080.

BALLROOM DANCE COURSE: UCSF offers a holiday crash course on "Ballroom Dancing," 8-9:55 p.m., Nov. 30-Dec. 14, Millberry Union Fitness Center. Fees. Call 476-1115.

DECEMBER

1 wednesday

SURGERY GRAND ROUNDS: John Najarian, professor, surgery, University of Minnesota 7-8 a.m., Toland Hall, Parnassus. Call 476-0972.

LEADERSHIP LECTURE: Warren Bennis, distinguished professor of business administration, University of Southern California and founding chairman, USC's Leadership Institute, presents "The New Leadership," 7:45-9:45 a.m., N 721, Parnassus. For more information, email Cathy Sandeen at sandeen@itsa.ucsf.edu.

BROWN BAG LECTURE: Walter M. Bortz II, clinical associate professor of medicine, Stanford University and author of We Live Too Short and Die Too Long and DARE To Be 100, presents "Dare To Be 100," 12:10-1 p.m., enter at 513 Parnassus, then go to HSW 300. Call 476-4394.

Nancy L. Ascher, professor and chair of surgery, gives grand rounds on Tuesday, Nov. 16. See listing for details.

2 thursday

HOLIDAY FAIRE: UCSF hosts the "10th Annual Holiday Faire," 8 a.m.-4 p.m., Millberry Union, Parnassus. Call 476-2675.

FELDENKRAIS METHOD: See Nov. 18 listing.

HOLIDAY CONCERT: Vocal Chords sing, 6 p.m., Millberry Union, Parnassus. Call 476-2675.

3 friday

DEAN'S SEMINAR SERIES: Brad H. Vale, vice president, Johnson and Johnson Development Corporation, presents "Asking for Money from Strangers: Academics in the Venture Capitalist World," noon-1 p.m., N 225, Parnassus. Sponsored by the School of Dentistry. Call 476-1300.

HOLIDAY CONCERT: See Dec. 2 listing.

4 saturday

HEALTHY NEW YEAR: The Goldman Institute on Aging, in association with UCSF/Mount Zion Center on Aging, hosts "Healthy Resolutions for the New Millennium," 8:30 a.m.-12:30 p.m., Laurel Heights Conference Center. Call 750-5342.

6 monday

FOR YOUR EYES ONLY: See Nov. 15 listing. Speaker is Stephen McLeod, assistant clinical professor of ophthalmology, cornea & refractive surgery service.

7 tuesday

OB/GYN GRAND ROUNDS: Beth Crawford and Peggy Conrad, UCSF/Stanford Cancer Risk Program, present "Hereditary Cancer Syndromes: Who Is at Risk," 9-10 a.m., HSW 300, Parnassus. Call 476-7978.

BOYER SEMINAR: Barbara Meyer, department of molecular & cell biology, Howard Hughes Medical Institute, presents "Sex and Death in *C. elegans*," 4 p.m., HSW 301, Parnassus. Call 476-3558.

8 wednesday

SURGERY GRAND ROUNDS: Lawrence W. Way, professor and vice-chair, surgery, presents a lecture, 7-8 a.m., Toland Hall, Parnassus. Call 476-0972.

BLOOD DRIVE: Donate blood, 10 a.m.-3:30 p.m., S 118, Parnassus. Call 476-6989.

BROWN BAG LECTURE: Lenore C. Terr, clinical professor, psychiatry, presents "Beyond Love and Work: Why Adults Need to Play," 12:10-1 p.m., enter at 513 Parnassus, then go to HSW 300. Call 476-4394.

9 thursday

FELDENKRAIS METHOD: See Nov. 18 listing.